

The Commissioner spoke on BBC Radio 4 this morning, Thursday, 12 January. When asked to expand on the plans he has for the Met, he raised the issue of pay and morale of officers and staff at the Met.

Asked whether he believed policing was attracting the right kind of people, Sir Mark said that he was concerned about the 'cumulative effect of challenging pay' over many years. He made reference to recent survey data which has shown that many frontline officers are concerned about whether they can afford to stay in policing, having lost approximately 14% of their pay in real terms over the last decade. He also shared his great concern about reports of officers being forced to use food banks.

The Commissioner also shared his plans to use data to target the most dangerous men and protect women and children in London. He explained why he'd appointed our Chief Scientific Officer, Lawrence Sherman, and the plan to improve both the quality of our data, and the way we analyse and use it, to tackle high-risk offenders and protect victims. He also talked about the need to recruit specialists to tackle crimes like cyber and fraud offences. Finally, he addressed the Baroness Casey report and our ongoing work to improve professional standards within the organisation.

Read a transcript of the whole interview below or listen to the clip on the [BBC Radio 4 Today website](#) (the Commissioner's interview begins at 1:47).

Martha Kearney (MK): We're joined now here in the studio by Sir Mark Rowley. He's Commissioner of the Metropolitan Police. Good morning. Just explain to us how you plan to use the data in this way to focus on this thing called the most dangerous 100 men.

Sir Mark Rowley (MR): This is all about tipping the focus from taking the pressure off victims coming forward to going after the predatory men who commit the majority of these offences. The challenge we face is that there are tens of thousands of men who over the last few years have been involved in these sort of offences. You can't prioritise that work just with people; it's just not a human task. So what we need to do is to bring together the data in different systems. And then, using data scientists and the best criminological practice - we've appointed a chief scientific officer who's a global expert criminology - we use clever algorithms and clever research methods to 'rank' these individuals.

This this isn't about some sort of dystopian technology; priority goes to humans who then can assess it, but this gives us a way to manage the massive numbers and identify the top 1,000 applying proactive measures to go after these people. That may be surveillance, it may be using domestic violence prevention orders, stalking protection orders, and all the different tactics we've got to control these people. We do this in a more piecemeal way at the moment. So we just look at people who've had a massive number of, maybe, domestic violence arrests, and we target them. But that's using quite simplistic systems. If we can bring this together, we can have a much more positive, productive effective course - it's about focusing. We're never going to have the volume or resources that would be perfect to deal with this. And the more I can focus officers who are really hungry to do this sort of work, the better effect we can have.

MK: So in practical terms, say you had somebody convicted from rape, being in prison, coming out of prison and you've assessed him to be a serious risk, you then put them under surveillance, would you?

MR: So some of them, yes, some of them. We do that and more of that. I think there are, sadly, a lot of people come out of prison in that situation. If you use the data and the evidence, looking at their other previous convictions and their backgrounds, you can start to say between them who's most likely to offend again, or is this more likely to be a one-off offence? Who's most likely to offend again, so you can focus to best effect to protect women and children in London. So they might be under surveillance. I'll be working with Probation to put stronger controls on them as part of their release from prison. It might be looking for opportunities to recall them to prison if they're breaching conditions. It may be some of the proactive orders as a range of tools that we've got, and it's finding the right tactics, because at the bottom of this list of tens of thousands of cases are some who don't pose a risk to women and children. You'll have cases where they have become sex offenders because at the age of 16, sort of 16 and 15, are boyfriend and girlfriend, have intercourse and that gets reported to the police and that can cause a record but 10 minutes on that person's not a risk to the public. So it's being able to grade that automatically, that's the point.

MK: And do you have the expertise in the police at the moment to be able to analyse the data in this way? Because I know there are parallels with the armed services, they're very different skill sets aren't there?

MR: So we're bringing in more data scientists, I have appointed a Chief Scientific Officer who's got a lot of experience into criminology and is well renowned, I think so we've got some other technology skills. I do want more officers who've got the skills, particularly away from this as you start to get into investigating cyber and fraud offences where there's a long way to go to get them to deal with the violence that we're facing. I need people with a different sort of skill set. And so one of the things I was speaking about, and I was talking about how we reforming policing in the Met a couple of nights ago, was about needing the ability to recruit different sorts of people as detectives. So there were people out there who have got really specialist skills, who would make a great detective in the fraud of cyber world, but probably wouldn't be great at confronting a drunk on a Friday night frankly. And at the moment, all of our officers have to have the same core set of skills. Now we need some flexibility about that.

MK: And are you attracting the right kind of people at the moment. Do you think, I mean, you've talked I think recently in the speech about pay - police officers aren't allowed to strike as we're seeing in other public sector areas. But do you think that they deserve more pay?

MR: I'm concerned about the sort of cumulative effects of challenging pay over many, many years. I think officers have lost a bit; frontline officers have lost about 14% in real terms over a decade. And there are, they have no desire to strike, it's not allowed, but they have no desire to, but they are frustrated. And the Police Federation released some survey data yesterday about officers' anxiety regarding whether they can afford to stay in policing. I've seen data about police officers using food banks, which is really concerning. Those issues are of great concern to me because they do an amazing job. We've got officers who causes problems, and we're bearing down on that. But I've got tens of thousands of men and women who really care about London and they are so committed to the mission of helping people taking on dangerous offenders, and our need to do everything possible to sort of set them up to succeed. And part of that is them feeling they can make ends meet; some of them are finding that hard using food banks.

MK: When you see the police, the Met Police, has faced a lot of criticism recently, hasn't it, and the figures from The Guardian say that more than 150 police officers are being prevented from holding public facing roles, because they're under investigation of allegations of sexual misconduct or racism and something's gone badly wrong, isn't it?

MR: Yes, we have. We have not been tough enough at enforcing our standards that is very, very clear. Baroness Casey published a report a couple of months ago in the review that we asked for, and that's very, very critical. And it's just part of the challenge I face. I'm absolutely determined we're going to reform. A big part of that is setting up those tens of thousands of great people to succeed and then another part of it is sorting out these people who let us down and we haven't been tough enough on them. Some of that goes to improving vetting on entry. Some of that is being swifter in terms of our investigations or dealing with people who are misbehaving. We've done appeals internally and externally and we've had lots of extra reports coming in. I think people can see how determined we all are about it. I've also had conversations with Government because police regulations make this harder than it ought to be in terms of processing misconduct and sacking people, and the Home Secretary and the Prime Minister have been very helpful in ordering a review of that, which I hope will change the rules to make it easy to move the toxic people out.

MK: Because you think that they should be sacked?

MR: Yes, absolutely. Obviously the investigation needs to take place. Not all of those cases will have a case to answer at the end of it, but many of them will. And I've been quite clear publicly about we've got some officers who we sacked, the other legal bodies who have the power to reinstate them did so. I've got officers who we determined shouldn't be police officers and it gets hard to keep them. I mean, that sounds odd, isn't it? I'm the Commissioner and I can't decide who my workforce is. We have some very worrying cases with officers who've committed criminality whilst police officers and yet I'm not allowed to sack them, it's crazy. And the Home Secretary and Prime Minister have been positive about that review.

MK: Reclaim the Streets say we have to ask how they passed vetting to be hired in the first place.

MR: So when you look back at some of these cases, with some of them there were no warning signs. Sadly, there are cases where there were warning signs and everything wasn't good enough, and that's why we're beefing that up and again, we're using data in that world to try to get clever at spotting warning signs. So it's all about improving vetting. Our integrity is our foundation. I've been talking about our mission as policing is about delivering more trust, less crime and high standards. And this is the standards point. That's our foundation, our integrity. Even though most of my people are fantastic, there are those toxic individuals who undermine us, corrupting our integrity. It's corrupting our relationship with the public.

MK: Is it more than toxic individuals because I feel that as long as I've been a journalist over the decades, I've done interviews with senior police officers about canteen culture, and the sense that it's difficult for people to speak out when they hear misogyny or they hear racism.

MR: So it's about more than individuals. It's about our systems. It's about our leadership being strong enough and tough enough to sort this out. I'm not trying to say there's just a few individuals over there. This is a leadership responsibility. This is about how we lead, this is about how we enforce them. It's about our systems. But what there isn't is a canteen culture

where good officers are not willing to put their hand up, they absolutely are. They said they want to report this, it's the encouragement they need, and that's what I'm giving them and we're seeing the positive results of that is if you're going to make an allegation against Nick, you want confidence that the bosses were going to listen to you. That's the issue here, not their willingness to come forward. But do they have confidence in the bosses to follow through on it? And that's what we're giving them, it and they are coming forward and that's making a difference.

MK: Sir Mark Rowley, Commissioner of the Metropolitan Police, thank you very much.